



Government
Property
Profession

Government Property Profession Competence Framework

February 2015

Competence Descriptions

GPP High Level Competences	Professional/Technical Expertise	Understanding and complying with Statutory, Regulatory and Professional requirements	Interpretation and analysis of data to inform decision making	Sustaining and developing the Government Property Profession
<p>Competence descriptions</p>	<p>Professional expertise is a combination of knowledge, experience and application.</p> <p>Professional affiliation provides assurance of meeting professional standards, demonstrates an appreciation of the impact of individual contribution to the wider landscape and inspires confidence in others that all work undertaken is of high quality and supports government priorities and policy.</p> <p>Knowledge and experience can be evidenced by attainment of relevant academic qualifications or membership of a professional institution at an appropriate level</p> <p>Experience is usually measured in terms of number of years spent in a particular activity. For more senior roles it may also be judged in terms of the scale of work undertaken and/or familiarity with the requirements required of that particular role.</p> <p>Application means the successful delivery against targets, typically time, cost, and quality.</p>	<p>All property professionals must understand and comply with the statutory and non-statutory requirements arising from legislation, case law, codes of practice and professional standards which affect their specific areas of specialism.</p> <p>For some disciplines, roles, deep knowledge of certain legislation is essential, such as Landlord & Tenant, Health & Safety, Construction Design Management Regs,etc</p>	<p>A property professional must combine their knowledge of technical, legal requirements with their understanding of market behaviour in order to interpret the commercial and economic environment. They must demonstrate an ability to apply their professional expertise to analyse, evaluate and interpret varied sources of evidence in order to reach sound conclusions supporting ministerial and operational.</p>	<p>Property professionals must demonstrate a personal and professional commitment by actively participating in and promoting professional development activities for their own and others' development.</p> <p>This includes engagement with internal and external networks to share professional knowledge and promote the role of the Government Property Profession within the Civil Service.</p>

Level Descriptions

Professional Level	Foundation Practitioner	Practitioner	Senior Practitioner	Senior Leader
Level description	A foundation practitioner is typically someone who is new to the role or is gaining the necessary experience over time, both in terms of professional/technical skills and in managerial/leadership skills, to advance to Practitioner status.	A practitioner will typically be someone who has a high level of sector-specific knowledge and skills and for this reason may work independently or be the manager of a small team. Their line manager will normally be at senior practitioner level.	A senior practitioner will typically be in a leadership role and may have management of substantial resources, both financial and personnel. He/she will have the requisite sector knowledge, skills, qualifications and experience to provide guidance and advice to senior management in the organisation on major decisions.	A senior leader will typically be in a deputy director or director role with significant budgetary responsibility for property assets, policy development or operational delivery and associated staff and is recognised by the organisation for their professional authority as part of strategic decision-making.

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Foundation Practitioner	<ul style="list-style-type: none"> • developing a fundamental understanding of the property business and how it impacts on the work of organisations in the public and private sectors and the economy as a whole • aspiring to understand and apply the appropriate professional standards relevant to their role • developing confidence and skills through undertaking appropriate training to develop professional/technical knowledge and achieve professional status • adopting an open approach to technical scrutiny and valuing constructive advice from senior colleagues • collecting, analysing and producing accurate data/information by selecting and applying appropriate methodologies • identifying unexpected or unusual data/information which does not fall within expected parameters, flagging technical risks at an early stage and referring to appropriate colleagues 	<ul style="list-style-type: none"> • having an appreciation of the purpose to which data is to be put and the wider context of their work within government • accurately collating relevant technical data and information drawn from a wide range of sources • exhibiting proficiency in the use of data analysis tools and methodologies • researching issues through appropriate media/resources, such as in-house databases, external data sources, internet, journals etc. • undertaking appropriate training to develop and improve data analysis knowledge 	<ul style="list-style-type: none"> • understanding the purpose of the organisation in which they work and the legal environment in which they operate • developing an awareness of the specific statute and case law governing their specific area of work • showing an awareness of the relevant professional standards for their area of work and behaving accordingly • understanding clearly the limit of knowledge and when to seek advice 	<ul style="list-style-type: none"> • a willingness to improve their knowledge and skills • helping to organise events and other activities to share property know-how • seeking membership of relevant professional body • understanding potential pathways for career development • networking and linking with relevant peers in other teams across the organisation • helping to promote the team's activities with colleagues • seeking advice and guidance from colleagues in other areas of property profession.

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Practitioner	<ul style="list-style-type: none"> • providing effective professional/technical authority and credibility within the specific area of expertise • setting high professional standards for self and providing guidance and supervision, where appropriate, for more junior members of professional/technical staff, or staff who are still gaining experience • striking an appropriate balance between technical quality, value for money and timely delivery in order to meet performance targets as appropriate • understanding the limitations of own expertise and knowing when to seek further advice, escalate issues, research appropriate resources, to resolve issues and provide proper professional guidance • maintaining up to date property sector knowledge through Continuing Professional Development (CPD), demonstrating commercial awareness and applying knowledge, experience and skills effectively 	<ul style="list-style-type: none"> • displaying a detailed understanding of the underpinning methodologies, contextual factors and legal environment from which the data is drawn • collecting and reviewing significant complex national or industry land and property information from a wide range of sources in order to assess its completeness, accuracy and impact • interpreting and presenting clearly to colleagues and stakeholders diverse and detailed information from a wide range of sources and making reasoned recommendations • identifying options for action, providing an evaluation of options and making reasoned decisions 	<ul style="list-style-type: none"> • being conversant with a range of statute and case law underpinning the particular area of specialism • showing detailed understanding and knowledge of appropriate Codes of Practice and ensuring delivery outcomes are in accordance with relevant professional standards • acting as a role model for colleagues in the interpretation of legislation, professional standards and codes, and challenging bad practice 	<ul style="list-style-type: none"> • seeking opportunities for expanding knowledge of their professional area through CPD learning • providing mentoring and assistance to colleagues for their Continuing Professional Development • presenting to other colleagues on their team's activities and sharing knowledge • developing and maintaining links with peers in other teams across government • actively participating in external and cross-government professional communities

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Senior Practitioner	<ul style="list-style-type: none"> • taking a strategic view of how property impacts on the business objectives of the organisation • providing professional assurance for their own work and that of their staff • managing complex technical risks and decisions and seeking specialist expertise as necessary • communicating effectively to stakeholders and diverse audiences on professional matters • maintaining up to date property sector knowledge through Continuing Professional Development (CPD), demonstrating commercial awareness and applying knowledge, experience and skills effectively • demonstrating professional standards and promoting CPD for their staff 	<ul style="list-style-type: none"> • taking responsibility for the options and recommendations arising in order to provide professional credibility and authority • ensuring the accuracy of data and information by applying appropriate industry/best practice benchmarks • interpreting and communicating clearly to senior stakeholders diverse and detailed information from a wide range of sources • contributing to the development of methodologies and analytical tools across the area of specialism thereby improving techniques and gaining the confidence of colleagues and stakeholders 	<ul style="list-style-type: none"> • exhibiting the appropriate professional authority and credibility to ensure acceptance of recommendations/proposals from colleagues and stakeholders • ensuring delivery outcomes are in accordance with relevant legal framework and professional standards • communicating clearly and accurately to colleagues and stakeholders current and relevant statute and case law underpinning the areas of specialism 	<ul style="list-style-type: none"> • representing positively the civil service and the GPP within their own particular professional institutes and to external bodies and networks • championing professional development for themselves and for their staff and the wider GPP membership by undertaking mentoring/teaching/tutoring roles • acting as supervisors or counsellors in graduate or apprenticeship schemes • promoting a culture of professionalism, including professional ethics within the organisation • playing an active role in developing talent within the profession and supporting secondments/postings between organisations to meet wider civil service needs • leading or actively supporting cross-government professional networks or communities in their discipline

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Senior Leader	<ul style="list-style-type: none"> • driving strategic decision-making with property dimension • setting the vision for estates and property related work in their organisation • shaping the strategic direction of the property estate in order to deliver civil service priorities. • fully engaging the Board with the Government's Estate Strategy • maintaining strategic oversight over a number of interacting or dependant property policies, programmes or operational activities • engaging at senior levels across all sectors/functions to champion the nature and significance of relevant property issues. 	<ul style="list-style-type: none"> • taking a strategic view of the professional/technical work of the organisation and linking this clearly to Departmental/Ministerial priorities • providing clear leadership and taking professional accountability on major projects, portfolios and programmes • maintaining strategic oversight over a number of interacting or dependant policies, programmes or operational activities • communicating complex data to senior audiences • managing complex risks, making recommendations/decisions, and acting as the formal sign-off authority for major pieces of work • supporting and developing others to sustain and build their analytical expertise 	<ul style="list-style-type: none"> • understanding the role of judicial system, regulators and professional representative bodies and can communicate this to colleagues and senior stakeholders • championing at a strategic level the importance of the legal context in which the organisation will function and ensuring the organisation complies with the necessary requirements • ensuring their professional staff are supported to understand and meet legal requirements • establishing and working in accordance with appropriate quality assurance procedures • critically evaluating weaknesses and/or limitations in existing or proposed standards, laws or regulations and making recommendations for improvements • actively contributing to work to revise standards, laws and regulations 	<ul style="list-style-type: none"> • championing professionalism both within and outside the civil service • seizing opportunities to increase awareness and influence of the GPP within and outside the civil service • working to support the policies and practices of the GPP within their organisations to improve skills and raise capability • developing and supporting talent management within the profession by encouraging and mentoring individuals in their professional development • creating an organisational culture so that professional development is valued and supported • understanding and facilitating links across government at a strategic level on emerging property policies